



# Accountability of PNS Performance through E-Kinerja at the Office of Agriculture and Livestock North Sulawesi Province Area

**Sofianty Mongan**

*Student of Management Masters Study Program, Postgraduate Faculty of Economics, Sam Ratulangi University, Manado*

**Bernhard Tewal, Bode Lumanauw**

*Postgraduate Faculty of Economics, Sam Ratulangi University, Manado*

**Abstract:** Civil servants at the Regional Agriculture and Livestock Service Office of North Sulawesi Province have the task of carrying out regional government affairs based on the principle of autonomy and assistance in the field of regional agriculture and animal husbandry. The problem of the performance of the bureaucracy as a public servant and with the launch of technology to support the performance of the bureaucracy to be more effective and efficient in the form of an e-performance application is interesting to study. This study aims to determine the accountability of the performance of civil servants in implementing positions and to find out the factors that support and hinder the implementation of e-performance for civil servants in implementing positions at the Regional Agriculture and Livestock Service Office of North Sulawesi Province. This type of research is descriptive qualitative research. The research object selected was the Regional Agriculture and Livestock Service Office of North Sulawesi Province with 16 research informants. Data analysis techniques in the form of data reduction, data presentation and draw conclusions and verification. The results of the study show that through the application of e-kinerja, it can show the accountability of the performance of civil servants in implementing positions and the factors that support and hinder the implementation of e-performance for civil servants in implementing positions can be identified at the Regional Agriculture and Livestock Service Office of North Sulawesi Province.

**Keywords:** Accountability, PNS, e-Kinerja

**Date of Submission:** 15-10-2021

**Date of Acceptance:** 30-11-2021

## PRELIMINARY

### Background of the problem

The role of the government is needed to carry out governance so that people's lives run in an orderly and conducive manner. According to Atmaji (2015) in the journal of the utilization of state apparatus, the bureaucracy is an instrument in the government system that interacts directly with the community in an effort to provide public services to create a just, prosperous and prosperous society. The implementation of decentralization and regional autonomy where the delegation of authority given by the central government to regional governments is one of the factors in accelerating development in the regions in order to achieve social justice for all Indonesian people.

Human resources have an important function in the bureaucracy where a large number of state work is carried out by people who are selected in their fields in an orderly manner following the existing system. By coordinating the work of many people, the bureaucracy also becomes a link that unites perceptions between the state and the people so that chaos does not occur. The government system is intended as a system that is systematically determined by various kinds of regulations. This bureaucracy aims to organize regularly a job that must be done by many people.

In the era of globalization, the enactment of Law Number 25 of 2004 concerning the National Development Planning System and Law Number 32 of 2004 concerning Regional Government, good governance (*good governance*) demands openness, democratization, participation and excellent service to the community, as a result of increasing public awareness that they have the right to obtain better services from government organizations and trustworthy leadership. The Vision of the Ministry of Empowerment of State Apparatus and Bureaucratic Reform in the Strategic Plan of the Ministry of Empowerment of State Apparatus and Bureaucratic Reform 2015-2019 is to create a state apparatus with a personality, clean and competent to achieve high-performing quality public services. The mission is to develop transparency and accountability of government performance; develop competent and competitive human resources of the apparatus; create an effective and efficient government; and improve the quality of bureaucratic reform management.

The general guidelines for bureaucratic reform at the Ministry of Administrative Reform and Bureaucratic Reform are presented in relation to the strategic steps taken to build a more responsible state apparatus in carrying out general government tasks and national development. The bureaucratic reform was motivated by the high level of KKN practice; inadequate service quality; levels of efficiency, effectiveness and productivity that are not yet optimal; openness and accountability are still low, including discipline and work ethic which is still concerning; and changes such as technological advances.

Remembering the Chief's rules State Civil Service Agency number 1 of 2013 concerning the provisions for implementing government regulation number 46 concerning the assessment of the work performance of civil servants, One of the bureaucratic reforms carried out in the field of human resources is the e-performance policy. The birth of e-performance is due to the existence of civil servants who work or carry out tasks that are not in accordance with their functions and are not in accordance with the workload of each employee. Placement of positions that have not been based on self-competence and position competence, the performance assessment carried out has not been objective and there is still a lack of discipline from the civil servants themselves, so that the results of the work carried out are not effective, efficient, transparent and accountable so as to make the public service system become slow, convoluted and not running optimally.

North Sulawesi Governor Regulation Number 72 of 2017 states that *e-Performance* is a series of systems built as a measuring tool for assessing the performance of civil servants and civil servants in the context of paying additional income by utilizing electronic media networks. Prior to the birth of the e-performance policy, employee performance measurement was carried out using a manual system, namely DP3 (List of Job Implementation Assessment).

The Regional Apparatus Work Unit (SKPD) of the Regional Agriculture and Livestock Service Office of North Sulawesi Province recognizes the e-performance application which was socialized at the end of 2018 and has been in effect since early 2019. Application system *e-performance* This becomes a supporting instrument in measuring employee discipline and performance. Since the implementation of the e-performance application, one of the indicators for evaluating employee performance as seen from the absorption of regional apparatus budgets throughout 2020 has experienced a positive trend compared to the absorption of regional apparatus budgets in 2018

before the use of e-performance. The difference in the budget absorption curve before and after using e-performance can be seen in Figure 1.1 and Figure 1.2 below:

Figure 1.1 Budget Absorption Curve at the Regional Agriculture and Livestock Service Office of North Sulawesi Province in 2018

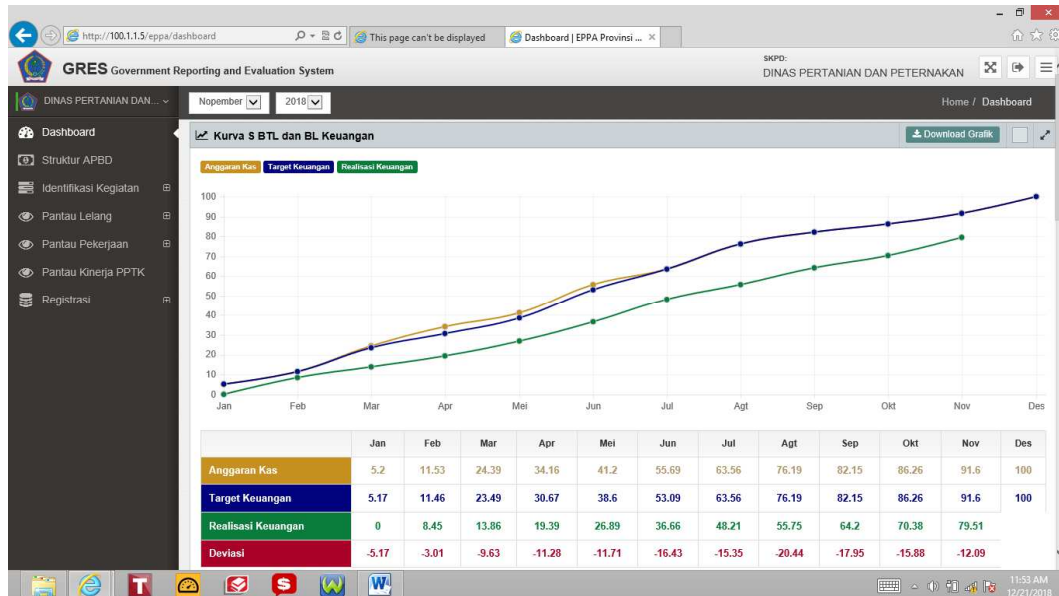
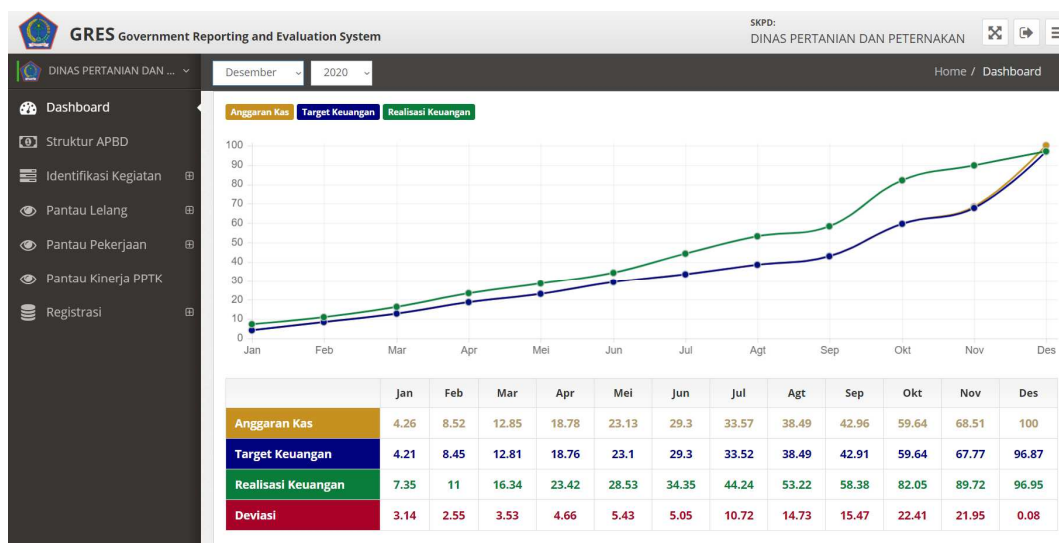
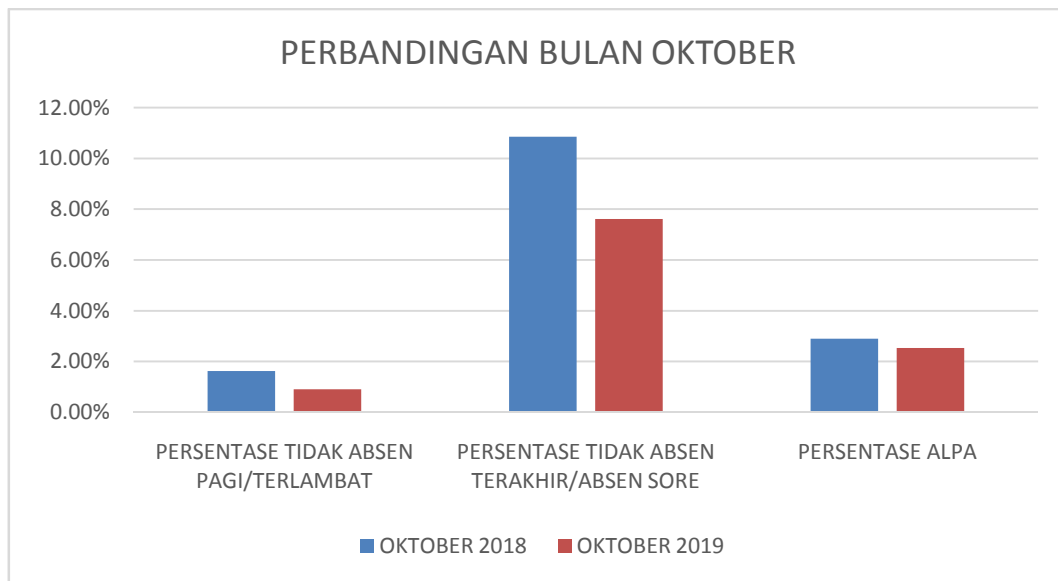


Figure 1.2 Budget Absorption Curve at the Regional Agriculture and Livestock Service Office of North Sulawesi Province in 2020



Likewise, the discipline of civil servants has increased since the implementation of the e-performance application which can be seen in Figure 1.3 below:

Figure 1.3 Discipline Diagram of Civil Servants at the Regional Agriculture and Livestock Service Office of North Sulawesi Province in October 2019



Interesting in the application *e-performance* This is an indicator of behavioral assessment from direct superiors to subordinates as well as customer assessments of drivers in online transportation applications so that subordinates will try to improve their performance to get the best assessment from their direct superiors because the direct supervisor's assessment will affect the acquisition of additional income from the subordinates they assess.

Application *e-performance* It is also intended to ensure that employees who provide good performance will receive a good appreciation as well. Because good performance will have a direct impact on the services provided to the community. It is not easy to build the character of civil servants who have the spirit to serve and are responsible for the tasks, principals and functions given before the implementation of bureaucratic reform in Indonesia. The online application of *e-performance* is an adoption of the existing practice of information and communication technology systems, namely *e-government*. *E-performance* is expected to be able to provide a new breakthrough in the field of personnel in providing services to the public so that the public can know and feel the extent of the services that the government is capable of providing.

Seeing the problem regarding the performance of the bureaucracy which is considered to still have red report cards from some people as recipients of public services and there are still too many gaps in its implementation is the fact that the government's performance as a public servant is still not optimal. With the launch of various technologies used to support bureaucratic performance to be more effective and efficient and more open to the public and other stakeholders, it is hoped that through the application *e-performance* In this case, the performance of civil servants can be more trusted and accounted for, so the authors want to explore, understand and find out more about the use and application of digital-based information and communication technology in the current era of globalization which is used in the field of personnel on discipline and employee performance seen from the implementation of *e-commerce* program policies. performance and to find out more about the inhibiting and supporting factors of the implementation of the *e-performance* program policy. For this reason, based on the background of the existing problems, the authors would like to conduct a study entitled "Accountability of Civil Servants Performance through *e-Kinerja* at the Regional Agriculture and Livestock Service Office of North Sulawesi Province".

### **Formulation of the problem**

1. How is the performance accountability of implementing civil servants through e-performance at the Regional Agriculture and Livestock Service Office of North Sulawesi Province?
2. What are the factors that support and hinder the implementation of e-performance for civil servants in implementing positions at the Regional Agriculture and Livestock Service Office of North Sulawesi Province?

### **THEORETICAL BASIS**

#### **Accountability**

Accountability as a form of accountability for all government actions is not only limited to providing transparent performance reports but also needs to consider aspects of values in society as stated by WahyudiKumorotomo (2013: 4) that "accountability is a measure of whether government activities or services carried out are in accordance with norms and values adopted by the community and whether the public service is able to accommodate the real needs of the people".

#### **Performance**

Performance is the result of work that can be achieved by employees or organizations in accordance with the respective authorities and responsibilities that have been given in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics (Pasolong, 2016:176).

#### **civil servant**

In Article 3 paragraph 1 of Law Number 43 of 1999 it is stated that Civil Servants have the position as State Apparatus whose duty is to provide services to the community in a professional, honest, fair and equitable manner in the implementation of state tasks and development.

#### **e-Performance**

According to the Regulation of the Governor of North Sulawesi Number 72 of 2017 CHAPTER 1 General Provisions Article 1 what is meant by Electronic Performance, hereinafter referred to as e-Kinerja, is a series of systems built as a measurement tool for assessing the performance of CPNS and PNS in the context of paying additional income by utilizing electronic media networks. .

#### **Additional Income**

According to the Regulation of the Governor of North Sulawesi Number 72 of 2017 what is meant by Additional Income is allowances given as incentives to CPNS and civil servants based on the results of performance and discipline assessments.

### **RESEARCH CONCEPT FRAMEWORK AND PREPOSITION**

The use of technology today is something that cannot be avoided because it is a necessity in all aspects. Technology must be used optimally in the hope of being the answer to equalize the speed of public services. The development of the use of e-government is one of the efforts to develop electronic-based government administration in order to improve the quality of service to the public better.

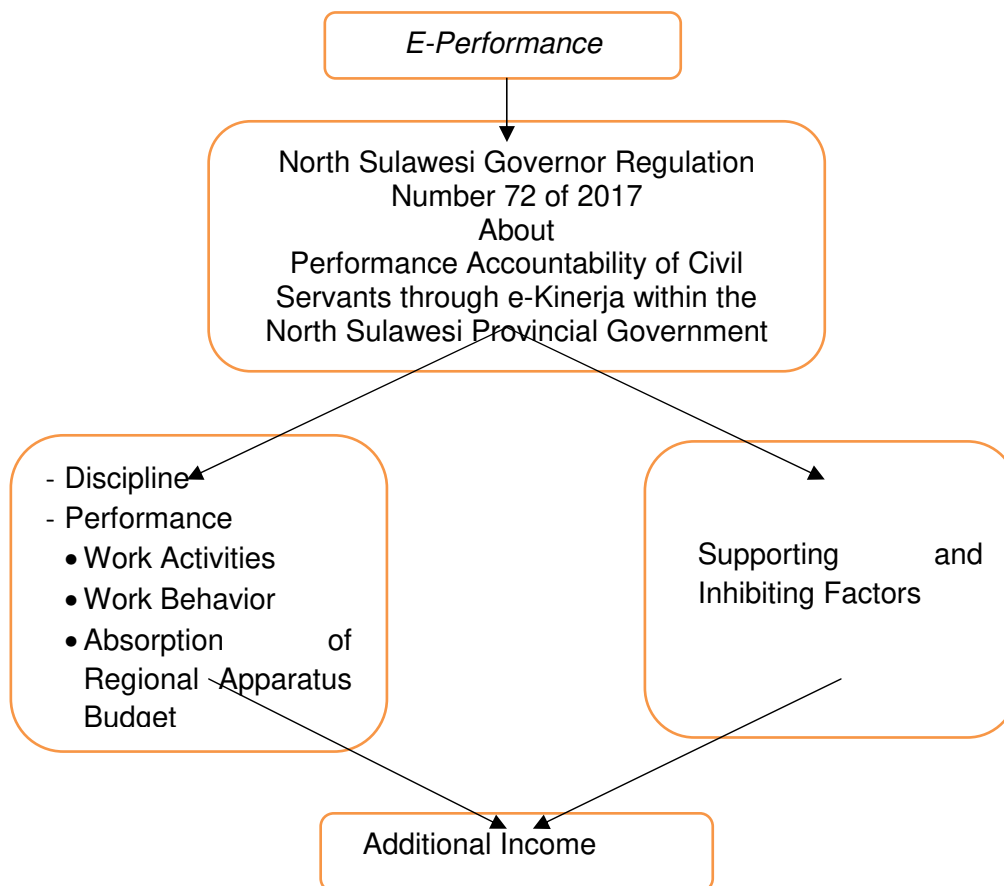
The main goal of e-government is to increase efficiency, effectiveness and convenience as well as better access to public services. In essence, the implementation of e-government is the process of utilizing information technology as a means to assist the process of government administration, not replacing it from the old way of government in serving the community. One of the derivative

products developed from e-government which is currently being run by the North Sulawesi Provincial Government is e-performance.

The Regional Government of North Sulawesi Province uses an application called e-kinerja to monitor the performance of its own bureaucracy and is stated in the North Sulawesi Governor Regulation Number 72 of 2017 concerning Accountability of Civil Servant Performance through e-kinerja within the North Sulawesi Provincial Government. The use of the e-performance application is intended for all active civil servants who serve and serve in all SKPD (Regional Work Units) in the North Sulawesi Provincial Government, including the SPKD of the Regional Agriculture and Livestock Service Office of North Sulawesi Province.

*E-performance* is a performance electricity which is a digital-based application designed by the Regional Personnel Agency of North Sulawesi Province to accommodate all civil servants reporting all their activities at work. The application of the e-performance application at the Regional Agriculture and Livestock Service Office of North Sulawesi Province cannot be separated from the supporting and inhibiting factors, both externally and internally. This e-performance is a form of report that is submitted to the direct supervisor every month to be assessed and then can also be used as material for evaluation and consideration in providing additional income.

### Framework of thinking



### Preposition

1. Through the e-performance application, it can show the accountability of the performance of civil servants in implementing positions at the Regional Agriculture and Livestock Service Office of North Sulawesi Province.



2. The factors that support and hinder the implementation of e-performance for civil servants in implementing positions at the Regional Agriculture and Livestock Service Office of North Sulawesi Province can be identified.

## **RESEARCH METHODS**

This research is a qualitative descriptive study. Qualitative research is a research procedure that produces descriptive data in the form of words from people and observable behavior. The research location was determined by the researchers at the Regional Agriculture and Livestock Service Office of North Sulawesi Province. To obtain data related to the problem to be studied, the authors use 2 (two) sources of data, namely primary data and secondary data. retrieval technique the data used is observation, interview and documentation.

The informants in this study were active civil servants whose working period was more than 5 years with an executive position in the Planning and Finance Sub-Section with a total of eleven (11) people, the Civil Service and Legal Sub-Section with a total of three (3) people and 2 (two) civil servants with the position of supervisor, namely the Head of the Sub-Division of Planning and Finance and the Head of the Sub-Division of Personnel and Law. The informant determination technique in this study used purposive sampling technique. According to Sugiyono (2011: 85) Purposive sampling is a sampling technique based on a specific purpose (the chosen person really has the criteria as a sample).

## **RESULTS AND DISCUSSION**

### **Discipline**

Based on the research results obtained from interviews with questions posed by researchers to research informants regarding the discipline of implementing staff since using e-kinerja, it was found that according to the direct supervisor, staff discipline was increasing and minimizing the occurrence of fraud. Among the implementing staff themselves, it was found that 87.5% (eighty seven point five percent) of research informants felt that with the existence of e-performance, discipline was more improved and regular, while 12.5% (twelve point five percent) of research informants felt that their discipline had remained constant since using e-performance.

In relation to additional income, the maximum amount of the percentage of discipline assessment in a period of performance is 20% (twenty percent). The amount of the disciplinary component assessment will be systematically reduced if a violation is found in the attendance and disciplinary provisions. The reduction in question applies accumulatively for a period of performance.

### **Work Activities**

Based on the research results obtained from interviews with questions posed by researchers to research informants regarding the work activities of implementing staff since using e-kinerja, the results obtained that according to direct supervisors, staff work activities increased because of work activities that must be inputted every day and in carrying out work activities. every day it is getting easier to measure since the implementation of the e-performance application. Among the implementing staff themselves, it was found that 100% (one hundred percent) of research informants felt that with the existence of e-performance work activities became more and more organized and directed in accordance with the position as well as the main tasks and functions.

In relation to additional income, the maximum amount of work activity percentage is 40% (forty percent). Assessment of work activity components is the cumulative time for activities carried out during the performance period per unit of output divided by the highest number of points for work activities during the performance period. The highest number of work activity points during the performance period is the number of working days during the performance period multiplied by the

effective time. Civil servants with the position of implementing staff who do not come to work due to illness, permission and/or leave cannot fill work activities on that day. The system will block input of work activity points on that day.

### **Work Behavior**

Based on the research results obtained from interviews with questions posed by researchers to research informants regarding the work behavior of implementing staff since using e-kinerja, the results obtained that according to direct superiors with the implementation of e-kinerja, work behavior is a little easier to regulate even though there are still shortcomings in the system. who have not properly divided the work according to their position, which resulted in misreporting of the work done and the work behavior of the staff describing positive behavior as the norms and rules required as a civil servant. Among the implementing staff themselves, it was found that 100% (one hundred percent) of research informants felt that with e-performance their work behavior became honest, diligent, better,

In relation to additional income, the maximum amount of the percentage of work behavior in 1 (one) period of performance is 30% (thirty percent). The highest number of points for work behavior is 100 points. Assessment of work behavior for implementing positions as referred to includes aspects of service orientation, aspects of integrity, aspects of commitment and aspects of cooperation with the highest score for each aspect of 25 (twenty five) points.

### **Absorption of Regional Apparatus Budget**

Based on the results of research obtained from interviews with questions posed by researchers to research informants regarding the absorption of regional apparatus budgets since using e-kinerja, the results obtained that according to direct superiors with the implementation of e-performance, spurring budget absorption so that it is carried out in accordance with the targets that have been set ( paying attention to the cash budget) and the realization every month seems to be getting better because it is associated with additional income cuts if the activities/programs are not implemented/run as planned. Among the implementing staff themselves, it was found that 100% (one hundred percent) of research informants agreed that with the existence of e-performance, the absorption of regional budgets was better, increased,

In relation to additional income, the maximum amount of the percentage absorption of regional apparatus budget in 1 (one) performance period is 10% (ten percent). For regional apparatuses whose budget absorption is minus will reduce the acquisition of additional income for all civil servants in the regional apparatus.

### **Supporting and Inhibiting Factors**

Factors that support the implementation of e-performance:

1. Accuracy of staff in reporting activities and thoroughness of leadership in the process of verifying staff activities so that there are no reporting or verification errors that can harm both parties.
2. The work environment and data center must be properly maintained to prevent any disturbances or problems while using the application
3. Human Resources who have the ability, expertise, mindset and integrity.
4. There are main tasks and functions so that the work plan is directed and clear.
5. There is a reward in the form of additional income that is paid according to the results of work.
6. There are special activity features and report permissions/sickness.



Factors that hinder the implementation of e-performance:

1. Not all work activities carried out are recorded/detailed in the e-kinerja application, the determination of points is only limited to general performance, for specific jobs in the agricultural sector it is not yet detailed.
2. Unstable internet connection and there are still some areas/locations that do not have an internet network.
3. Leaders who refuse to verify staff activities without providing a clear explanation or reason even though the reported activities have been properly reported.
4. The value on work activity points is not proportional to the tasks carried out
5. Bad boss
6. Ignorant subordinate
7. Phones with low specifications so they can't operate e-performance applications properly.
8. The power grid is off.

## **Discussion**

### **Accountability of the Performance of Civil Servants in Implementing Positions**

Based on the findings and results of interviews conducted by researchers, it can be seen that:

1. PNS performance accountability through the e-kinerja system, real-time leaders can immediately find out all the work done by staff without having to face or report directly face-to-face about activities or activities carried out by staff.
2. Accountability of staff performance through e-performance is measurable and can be accounted for with the targets and targets that have been set at the beginning of the year.
3. Performance accountability through e-kinerja is more transparent, efficient, effective and responsive.
4. Performance accountability through e-kinerja helps civil servants to complete work in accordance with their main tasks and functions.

This research is in line with the research conducted by Wahyu Hanie Pratiwi (2018) with the results showing that the implementation and application of the e-performance online system application has succeeded in becoming a tool that plays a role in monitoring the performance of the bureaucracy in the city of Semarang.

### **Supporting Factors and Inhibiting Factors**

With the identification of supporting factors and inhibiting factors in the application of e-performance for civil servants in implementing positions at the Regional Agriculture and Livestock Service Office of North Sulawesi Province, it is expected to be able to provide guidance in efforts to improve the application of e-performance applications and overcome obstacles to the application of e-performance applications. This is in line with research conducted by Dhany, Tri and Anton (2020) which identified obstacles in implementing the e-performance system at the Surakarta City Trade Office.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

1. Through e-performance applications can show the accountability of the performance of civil servants in implementing positions at the Regional Agriculture and Livestock Service Office of North Sulawesi Province.

2. Factor-Factors that support and hinder the implementation of e-performance for civil servants in implementing positions at the Regional Agriculture and Livestock Service Office of North Sulawesi Province can be identified.

### **Suggestion**

1. Supporting facilities in the implementation of e-performance to be more optimal need to be improved such as computer/laptop facilities with high specifications and a qualified internet network for personnel who specifically handle e-performance applications, as well as adding a special room to handle questions and complaints about e-performance applications. . As for the provision of these facilities, besides being expected to increase the accountability of the performance of civil servants, it is hoped that civil servants will feel comfortable in using the e-performance application.
2. Hope in the future with the identification of supporting factors and inhibiting factors can minimize the inhibiting factors in the application of applications *e-performance*. The results of this study were only limited to the SKPD of the Regional Office of Agriculture and Livestock of North Sulawesi Province, so they could not be generalized to other Regional Work Units (SKPD). Therefore, the author hopes that research can be carried out in SKPD which has never been held by any academic research.

### **REFERENCES**

1. Atmaji, Dwi Wahyu (2015). Relevance and Contextualization of the 2015-2019 Bureaucratic Reform Strategy. Journal of the Empowerment of State Apparatus V edition, ISSN :2089-3612.
2. Governor of North Sulawesi 2017. Regulation of the Governor of North Sulawesi Number 72 of 2017 concerning Accountability for Performance of Civil Servants through E-Kinerja within the Government of North Sulawesi Province.
3. Kumorotomo, Wahyudi (2013). Public Bureaucracy Accountability: A sketch of the transition period. Student Library, Yogyakarta.
4. Pasolong, Harbani (2016). Public Administration Theory. Alfabeta, Bandung.
5. Regulation of the Head of BKN Number 1 of 2013 concerning Provisions for the Implementation of Government Regulation Number 46 concerning the Assessment of Work Achievement of Civil Servants.
6. Pratama, Wahyu Dhany, Tri Murwaningsih and Anton Subarno (2020). Application of E-Kinerja at the Surakarta City Trade Office. Journal of Office Administration Information and Communication. e-ISSN 2614-0349, Volume 4, No. 2.
7. Pratiwi, Wahyu Hanie (2018). Bureaucratic Performance Monitoring through e-Kinerja, Semarang City Government Case Study. Undip Semarang Government Science.
8. Strategic Plan of the Ministry of State Apparatus Empowerment and Bureaucratic Reform 2015-2019.
9. Sugiyono (2011). Research Methods Quantitative, Qualitative and R & D. Alfabeta, Bandung.
10. Law Number 43 of 1999 concerning Amendments to Law Number 8 of 1974 concerning Basic Personnel.
11. Law Number 25 of 2004. Concerning the National Development Planning System.
12. Law Number 32 of 2004. Concerning Regional Government.